

# **Career Progression Paths Team (CPPT)**

**Final Report**

**May 22, 2006**

# LaRC Promotion Process History

PROCESS	MURC	WURC	RDCP	POS*
THE ERA	80's	90's	00's	06

**\*Planned Organizational Staffing**

# CPPT Objectives

- Develop and document the Langley Research Center's official career progression process and promotions for all employees
- Document available career paths and enrichment opportunities at the Center. Define associated grade levels and criteria for different grade levels
- Develop an approach for workforce planning to effectively meet Agency and Center goals
- Compensate employees commensurate with assigned responsibilities

# Career Progression and Organizational Staffing

## General Comments

- Career progression is much broader than just walking through the grade levels
- Employee career progression is a joint responsibility of the employee and management
- Planned organizational staffing allows allocation of workforce to effectively meet Agency mission and goals
- Organizational staffing is the responsibility of the management

# Career Progression and Organizational Staffing

## General Comments (cont)

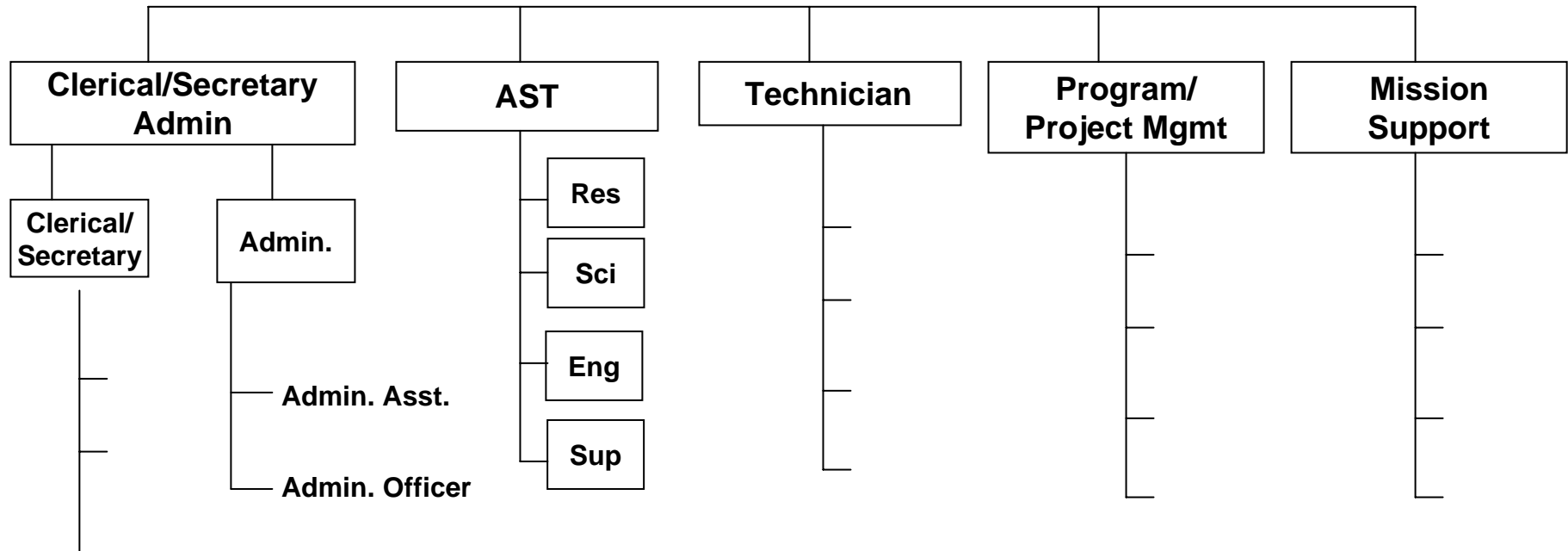
- Organizational staffing is based on Merit Principles that mandate free and open competition
- Management will utilize all existing flexibilities, including 'Impact of Person' on the position and 'Desk Audits', when adequately justified
- Management will adopt an integrated approach to career progression and organizational staffing that is applicable to all employees and all organizational units at the center

# Team Product

Team product is a **LaRC Guide to Career Progression and Organizational Staffing** and includes

1. Career Paths (AST, Clerical/Administrative, Mission Support, Program/Project Management, and Technicians)
2. Grade Levels for each career path
3. Grade Level Criteria
4. Career Development (including training opportunities and career enrichment)
5. Organizational Staffing and Promotion Process

# LaRC Career Paths



# Career Path Development

<b>Admin. Asst.; GS-0341-5/7 and Admin. Officer; GS-0341-7/9/11/12/13</b>		
<b><i>Title/Grade</i></b>	<b><i>Employees Entering: Where do employees come from ?</i></b>	<b><i>Employees Exiting: Where do they go?</i></b>
Administrative Assistant; GS-5	Branch Secretary; External Hires	GS-7 Administrative Assistant; Other Occupational Series (e.g. Program Analyst, Management Analyst, Resource Analyst); External organizations
Administrative Assistant; GS-7	GS-5 Administrative Assistant; GS-6/7 Secretary; External Hires	GS-9 Administrative Officer; Other Occupational Series (e.g. Program Analyst, Management Analyst, Resource Analyst); External organizations
Administrative Officer; GS-7/9	GS-7 Administrative Assistant; GS-8/9/10 Secretary; External Hires	GS-11 Administrative Officer; Other Occupational Series (e.g. Program Analyst, Management Analyst, Resource Analyst); External organizations
Administrative Officer; GS-11	GS-9 Administrative Officer; GS-11 Secretary; External Hires	GS-12 Administrative Officer; Other Occupational Series (e.g. Program Analyst, Management Analyst, Resource Analyst); External organizations
Administrative Officer; GS-12	GS-11 Administrative Officer; Other Occupational Series; External Hires	GS-13 Administrative Officer; Other Occupational Series (e.g. Program Analyst, Management Analyst, Resource Analyst); External organizations



# Grade Level Criteria

Criterion	Administrative Assistant GS-5/7	Administrative Officer GS 7/9/11/12/13
Administrative Responsibilities	Uses knowledge of a variety of existing administrative, human resources, and budgetary regulations, policies, standards, and procedures to provide guidance to management and office staff and to complete work assignments.	Interprets and applies knowledge of organizational, Center, and/or Agency regulations, laws, standards, policies, and procedures to carry out administrative, human resources, and budgetary functions; develops new organizational policies to supplement existing
	Performs administrative operations related to training, finance/procurement, travel, and human resources with guidance from senior administrative officers as required.	Independently performs administrative operations related to training, educational programs, travel, and human resources for the organizational unit, Center, and/or Agency; serves as training coordinator.
Communication / Teambuilding	Serves as liaison between branch/office management and organizational staff regarding administrative activities; interacts with senior administrative officers as required.	Serves as liaison between multiple senior level managers, organizational personnel, and other Center and/or Agency organizations to coordinate administrative activities; provides leadership and mentors other administrative assistants/officers.
	Provides administrative guidance and instruction in office/branch meetings; serves as a member on organizational and Center teams and committees.	Participates in and leads discussions regarding organizational, Center, and/or Agency administrative actions/processes; leads or serves as a member on organizational, Center, and/or Agency teams and committees.
Analytical and Problem Solving	Identifies and raises issues of a procedural nature to branch/office management; recommends solutions to management and/or senior administrative officers.	Identifies and recommends/implements solutions to administrative/personnel/budgetary issues and processes affecting the organization, Center and/or Agency.
	Tracks and raises issues and provides potential solutions to branch/office management regarding travel, awards, and other financial budgets.	Establishes and manages travel, awards, and other financial budgets for the organization; redistributes budgets based on changing priorities; resolves discrepancies.

# Career Development/Enrichment Opportunities

## **Administrative Assistant/Officer, GS-0341**

- Administrative Skills/Office Automation
  - NASA, Office of Personnel Management; Graduate School, USDA; Fred Pryor Seminars; Skillpath, etc., training courses (i.e., How to Manage Multiple Priorities, Management Skills for Administrative Assistants/Officers, Organization and Time Management) Certified Professional Accountant Certification
  - Administrative Assistant Certificate
  - Seek a mentor and serve as a mentor
  - Contracting Officer Technical Representative (COTR) training
- Organizational Knowledge
  - Langley Management System
  - Participate in organizational and/or Center-wide projects or committees
  - Langley Implementation Plan
- Communication/Teambuilding
- Teambuilding
- Leadership
- Analytical and Problem Solving

# **Organizational Staffing and Promotion Process**

# CPPT Approach to Staffing and Promotions

CPPT provides an approach to staffing and promotions based on Planned Organizational Staffing that is driven by current and anticipated work, budget, and center strategy in support of Agency's Mission and Programs. In this approach

- Management is directly responsible for developing the staffing plan that consists of appropriate skills, positions, and grade levels to do the assigned work within budget
- Merit Principles, that mandate free and open competition, are used for staffing the plan
- Use of all workforce flexibilities is required in developing staffing plans. These flexibilities include term hires, temp. hires, temp. promotions, lateral reassignments, retraining in new skills, teaming, non-civil service workforce, etc.

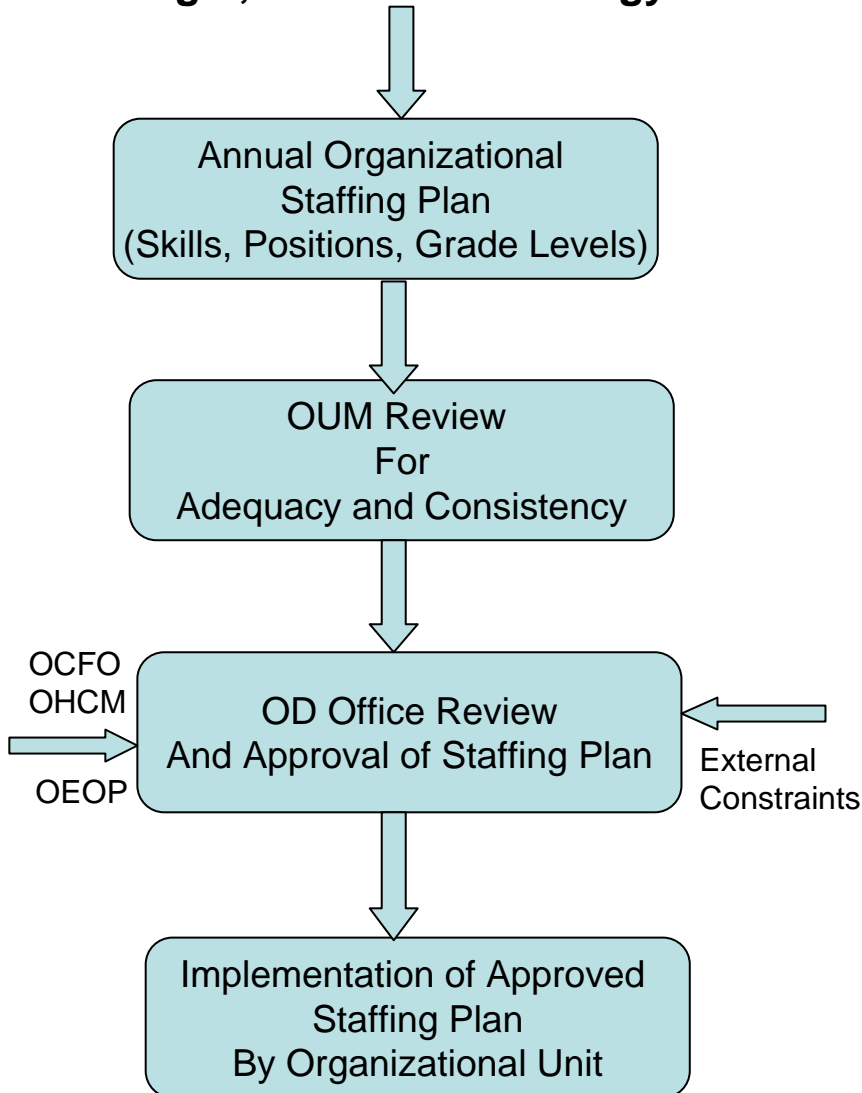
## CPPT Approach for Staffing and Promotions (cont)

- Staffing plans need to be reviewed frequently as work, budget and/or strategy change
- Center needs to manage employees whose skills are not needed in the organizational staffing plans and become available for new work or funded work in another organization
- A change in thinking is required for both management and employees towards position-based approach

**This approach provides a systematic way for Organizational Staffing and Promotions and meets the OPM guidelines/regulations**

# Staffing and Promotion Process

**Work (Current and anticipated),  
Budget, and Center Strategy**



## Staffing plan includes

- **Existing positions**
- **Excess positions**
- **New positions**
- **Term conversions/extensions**
- **Career ladder promotions**
- **Positions needing review due to “Impact of Person”**
- **Positions that have accreted or eroded in duties**
- **Any other staffing actions**
- **Justification for all proposed staffing actions**
- **Implementation plan and schedule of staffing actions**

# Branch Staffing Plan Example

**Branch Head**  
**Assistant Branch Head**  
**Secretary**

## Technical Area A

**2 GS-15**  
**2 GS-14\***  
**3 GS-13**  
**2 GS-12\*\***  
**1 GS-9\*\***  
**1 New Hire at GS-7\*\*\***

## Technical Area B

**1 GS-15**  
**3 GS-13**  
**2 GS-11\*\***  
**1 New Hire at GS-14\*\*\***

# Branch Staffing Plan Example (Cont.)

## Notes

- The numbers in each Technical Area derived by adding requirements of all tasks
- A total of 19 existing positions needed based on work and budget
- Any skills not needed in the Branch at this time made available for funded work in other organizations or new work
- No position changed as a result of accretion or erosion of duties
- \*\*\* 2 new positions identified (1 at GS-7 and 1 at GS-14)
- \*\* 3 positions require career ladder promotions
- \* 1 position to be evaluated for reclassification due to 'Impact of Person'
- Includes Implementation Plan and Schedule

(A complete staffing plan should include needs for other than civil service employees also)



# Staffing and Promotion Process

- The Planned Staffing Approach is applicable to any organizational unit or sub-unit and covers all occupational categories at the Center
- The process puts the responsibility of organizational staffing and promotions on the management where it appropriately belongs
- New positions could be filled through CPP with lateral reassignments and/or promotions, directed reassignments, co-op hiring, or external hiring according to the approved staffing plan
- Skills not needed in the staffing plan become available for funded work in other organizations or for B&P, center projects, or retraining
- New requirements or reallocation will be worked between the OU's and the OD, as needed
- Minor reallocation to approved staffing plans within a directorate, or across agreeing directorates, are normally made at the OUM level

## Staffing and Promotion Process (Cont.)

- OHCM supports organizations in the development, review, approval, and implementation of annual staffing plans, including evaluation of positions when necessary
- The development of annual staffing plan will start in June and be approved by the Office of Director by the end of September for use in the new fiscal year

Disciplined approach to planned staffing provides an upfront integrated picture of staffing and promotion needs at the organizational unit and center level, thus allowing strategic decisions by the senior management

# OD-Level Staffing Plan Review

- OD will review and approve OU Staffing Plans. OD will be supported by OCC, OEOP, OCFO, OHCM, and others as needed
- As part of the review OUMs will be asked to present their Staffing Plans. Other OUMs may attend these presentations for informational purposes only
- OD will convene this group twice a year (August and February). Additional meetings will be held if warranted by major changes in staffing needs, such as addition or cancellation of a substantial project, etc.
- Approved staffing plans are owned and implemented by OUMs with support from OHCM
- OHCM creates and maintains an integrated, center-level staffing plan from approved OU staffing plans
  - Integrated staffing plan will be shared with employees so that they have awareness of possible career progression opportunities

# Managed Staffing Approach

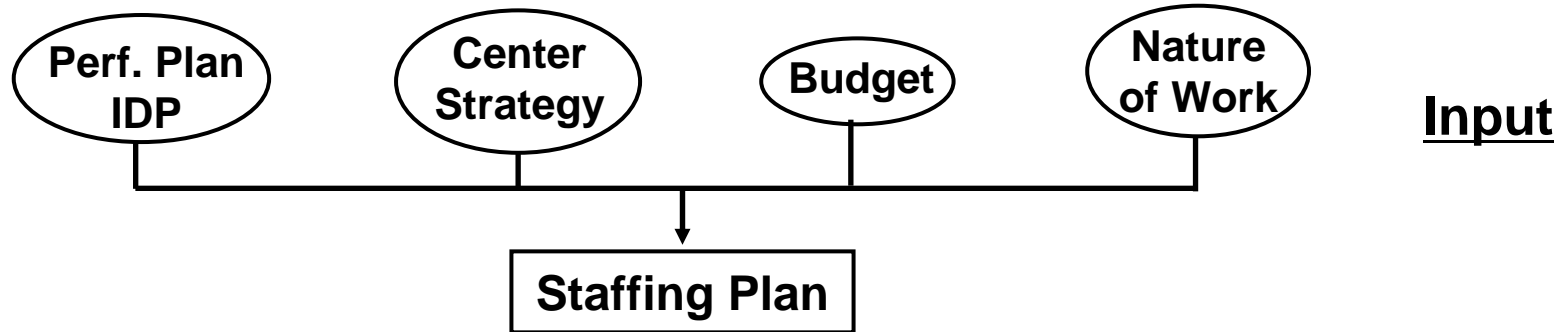
## Challenges

- Stable staffing plan in dynamic and ever changing programs, projects, and budget environment
- Effective staffing plan management within federal rules and regulations
- Culture change
  - Position based approach
  - From perm only to a mix of term, temp, and perm hiring and promotions
  - Reassignments from one org. to another
- Consistency of staffing plans across various organizations

# How to address the challenges?

- Increase managers' ability to integrate past, present, and anticipated work, budget and Center strategy in order to develop an effective staffing plan
  - Review staffing needs periodically as work and budget change
- Build agility and adaptability into workforce by:
  - Providing career development/enrichment opportunities and training
  - Using term, temp, perm workforce and reassignments as well as temporary promotions
- Manage the workforce that becomes available for funded work in other organizations or for new work
- Review staffing plans at OU and OD levels to help generate consistency and alignment with center strategy

# Staffing Plan Implementation

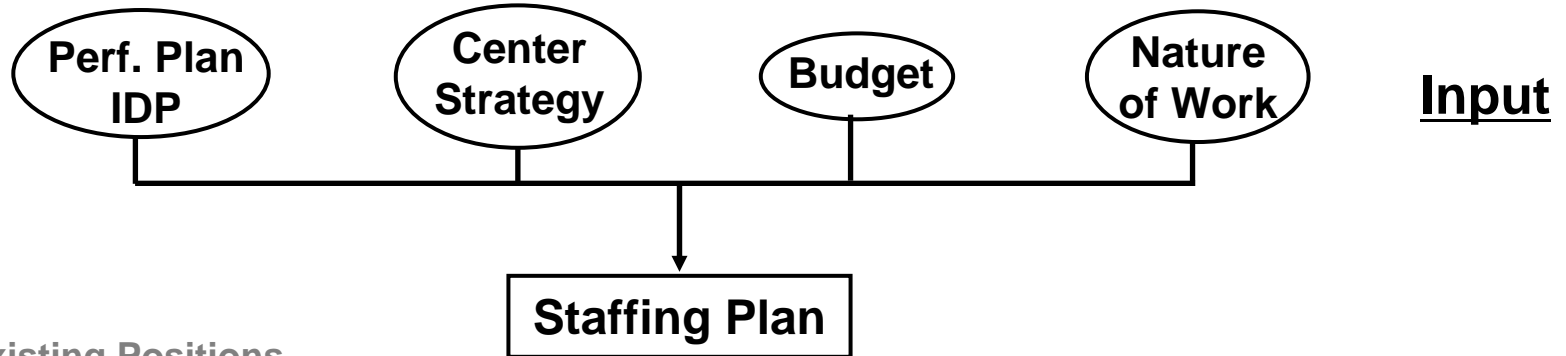


- **Enduring Existing Positions**
- **New Positions/Reassignments**
  - New hire
  - CPP
    - Permanent Position
    - Temporary Position
- **Skills available for new work**
- **Personnel Actions**
  - Career Ladder Promotions
  - Temporary Promotions
  - Term Conversions/Extensions
  - Impact of Person
  - Accreted or Eroded Duties
  - Adverse Action
  - Training
  - Detail

## Outcome

Career Path Progression / Enrichment

# Staffing Plan Implementation - Process Example



## Outcome

Career Path Progression / Enrichment

28

- Enduring Existing Positions
- New Positions/Reassignments
  - New hire
  - CPP
    - Permanent Position
    - Temporary Position
- Skills available for new work
- Personnel Actions
  - Career Ladder Promotions
  - Temporary Promotions
  - Term Conversions/Extensions
  - **Impact of Person**
  - Accreted or Eroded Duties
  - Adverse Action
  - Training
  - Detail

OUM Justification  
Package

OHCM  
w/Subject  
Matter Expert

Concur

Promoted

Panel

Concur

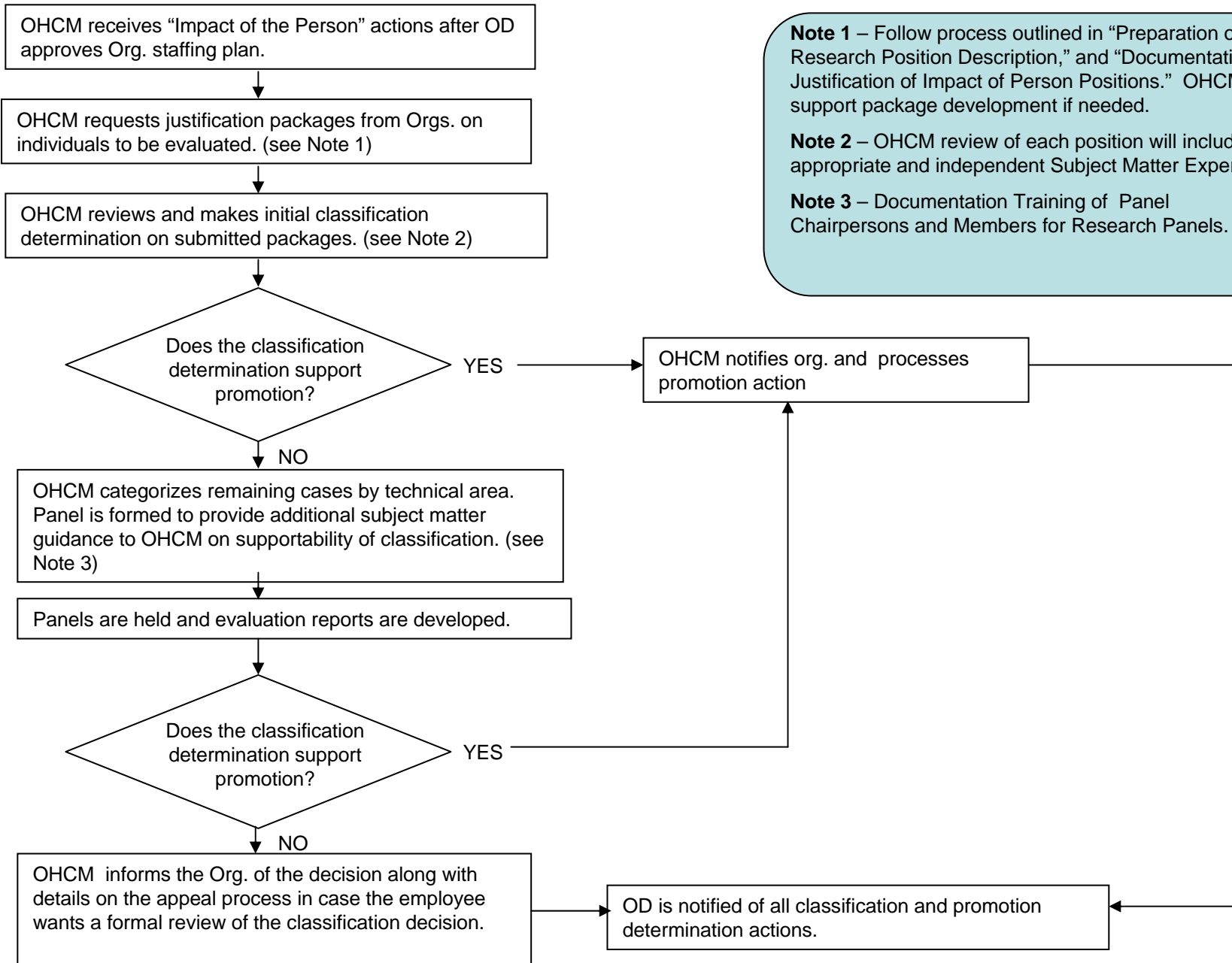
Promoted

Appeal

Concur

Promoted

# Process for 'Impact of the Person' Actions



**Note 1** – Follow process outlined in "Preparation of Research Position Description," and "Documentation for Justification of Impact of Person Positions." OHCM will support package development if needed.

**Note 2** – OHCM review of each position will include an appropriate and independent Subject Matter Expert.

**Note 3** – Documentation Training of Panel Chairpersons and Members for Research Panels.



# Summary

- The staffing and promotion process uses planned organizational staffing approach driven by work, budget, and Center strategy
- Staffing of the plan follows Merit Principles and provides necessary flexibility to meet organizational needs
- Uniform staffing process for all organizational units, sub-units and career paths
- The process puts the responsibility of organizational staffing on management where it appropriately belongs
- Requires a shift in thinking towards position-based approach and from permanent personnel actions to a mix of perm/temp actions

## Summary (cont)

- The process provides flexibility to management to appropriately consider the 'Impact of Person' on the position, when adequately justified
  - Expands Dual Career Track at the Center (Technical and Management) to multiple Career Tracks
- Requires effective management of employees who become available for new work, e.g.,
  - Who is available when and what are their skills
  - Center has productive work available for these employees such as funded work in other organizations, center projects, training/enrichment opportunities, B&P, etc.

# CPPT Guide Timeline and Web Site Information

- CPPT Presentation and Q&A's available today at <http://ohcm.larc.nasa.gov/cppt/index.html>
- Career Progression Guide ready for CPPT review o/a June 6, 2006
- Guide ready for upload to CPPT Web Site o/a June 23, 2006

Monday, May 22nd, 2006

Search LaRC

## CAREER PROGRESSION

*Taking your career in a direction that both supports our mission and your goals.*

**Career Progression Path Team**

**Guide (pdf)**

**Brief Overview (pdf)**

**Staffing Plans**

**Training Opportunities**

**Question? Ask Us | FAQs**

**Other Useful Resources**

### Request A Consultation

Discuss your specific questions and career opportunities with an expert.

[Sign up for Job Notification Services](#)

**NASA Vacancy Announcements**

**LaRC Only Vacancy Announcements**

[General Engineer, AST, Eng Prog Mgmt, GS-0801 - 15, Promotion Potential GS-15 \(5/10/2006\)](#)

[Gen Eng, AST, Tech Eng Ops Mgt, GS-0801-15 \(5/4/2006\)](#)

[Gen Eng, AST, Tech Eng Ops Mgt, GS-0801-15 \(5/3/2006\)](#)

[General Engineer, AST, Eng Prog Mgmt, GS-0801 - 15, Promotion Potential GS-15 \(5/4/2006\)](#)

[General Engineer, AST, Eng Prog Mgmt, GS-0801 - 15, Promotion Potential GS-15 \(5/3/2006\)](#)

[Human Resources Specialist, GS-0201-12, promotion potential GS-12 \(5/4/2006\)](#)

[Human Resources Specialist, GS-0201-12, promotion potential GS-12 \(5/3/2006\)](#)

[Computer Engineering, AST Data Systems, GS-0854-14 \(5/4/2006\)](#)

[Computer Engineering, AST Data Systems, GS-0854-14 \(5/3/2006\)](#)

[Computer Engineering, AST Data Systems, GS-0854-14 \(5/2/2006\)](#)

[Gen Eng, AST, Tech Eng Ops Mgt, GS-0801-15 \(5/1/2006\)](#)

[Program Analyst, GS-0343-13 \(5/4/2006\)](#)

[Program Analyst, GS-0343-13 \(5/3/2006\)](#)

**Under Development**

# CPPT Membership

Ajay Kumar (Lead)

Leah Meisel (Co-Lead)

Bruce Holmes

Howard Lewis/Wendy Pennington

Tom Noll

Peggy Phelps

Pete Polen

Karen Freidt (Communication)

Michelle Sowden (Admin. Support)

Steve Reznick

Venita Robinson

Cindy Wiessner

Bill Willshire

Joe Zawodny/Malcom Ko

# Backup Charts

# **Branch FY07 Staffing Plan**

(Example)

# Technical Areas

- Systems Analysis
- Modeling and Simulation
- Vehicle Analysis
- Technology Impact Analysis
- Safety Analysis
- Concept Engineering
- Business Case Development
- Return on Investment Analysis
- Risk Analysis



# Workforce Competency

- Systems Analysis
- Systems Engineering
- Advanced Analysis & Design
- Intelligent/Adaptive Systems Control
- Mathematical Modeling & Simulation
- Aerodynamics
- Decision Making & Risk Analysis
- Aerospace Systems Concepts Development
- Air Traffic Systems
- Advanced Mission Analysis
- Acoustics/Noise Prediction & Modeling
- Aerospace Systems Concepts Development & Analysis
- Program/Project Management
- Sensors & Data Acquisition
- Structural Design & Analysis

# Current FY06 Workforce Deployment

- Aeronautics Programs - 26 FTEs
  - Fundamental Aeronautics - 14 FTEs
  - Airspace Systems - 6 FTEs
  - Aviation Safety - 6 FTEs
  - 11 PBCs spread out over 3 programs
- Constellation
  - 2 FTEs
- Management/Administrative
  - 3 FTEs

# FY 06 Existing Civil Servant Positions (Series & Grade)

- 21 Aerospace Engineers
  - 4 - GS861 - 15
  - 3 - GS861 - 14
  - 8 - GS861 - 13
  - 1 - GS861 - 12/13
  - 3 - GS861 - 12 (1 Term)
  - 2 - GS861 - 7/9/11 (2 Term)
- 6 Mathematicians
  - 2 - GS1520 - 15
  - 2 - GS1520 - 14
  - 2 - GS1520 - 13
- 1 Operations Research
  - 1 - GS1515 – 13
- 2 Supervisors
  - 2 - GS855-15
- 1 Secretary
  - 1 - GS318 - 6

Total: 31 FTEs

# FY06 Staffing Deployment

- Fundamental Aeronautics Program
  - 1 - GS861 - 15
  - 1 - GS1520 - 15
  - 1 - GS1520 - 14
  - 1 - GS861 - 14
  - 1 - GS1520 - 13
  - 5 - GS861 - 13
  - 3 - GS861 - 12
  - 1 - GS861 - 7/9/11 (Term)
  - 3 PBCs
- Airspace Systems Program
  - 1 - GS861 - 15
  - 1 - GS861 - 14
  - 1 - GS1515 - 13
  - 2 - GS861 - 13
  - 1 - GS861 - 7/9/11 (Term)
  - 5 PBCs
- Aviation Safety Program
  - 1 - GS861 - 15
  - 1 - GS1520 - 15
  - 1 - GS1520 - 14
  - 1 - GS861 - 13
  - 1 - GS1520 - 13
  - 1 - GS861 - 12/13 (Term)
  - 3 PBCs
- Constellation (Exploration)
  - 2 - GS861 - 13
- Branch Management
  - 2 - GS855-15
  - 1 - GS318 - 6

Total: 31 FTEs/11 PBCs

# Planned FY07 Workforce Deployment

- Aeronautics Programs - 26 FTEs
  - Fundamental Aeronautics - 14 FTEs
  - Airspace Systems - 6 FTEs
  - Aviation Safety - 6 FTEs
  - 8 PBCs spread out over 3 programs
- Constellation
  - 2 FTEs
- Management/Administrative
  - 3 FTEs

# FY07 Staffing Plan

- Fundamental Aeronautics Program
  - 1 - GS861 - 15
  - 1 - GS1520 - 15
  - 1 - GS1520 - 14
  - 2 - GS861 - 13
  - 1 - GS1520 - 13
  - 4 - GS861 - 13
  - 4 - GS861 - 12
  - 3 PBCs
- Airspace Systems Program
  - 1 - GS861 - 15
  - 3 - GS861 - 13
  - 1 - GS1515 - 13
  - 1 - GS861 - 9\*
  - 3PBCs
- Aviation Safety Program
  - 1 - GS861 - 15
  - 1 - GS1520 - 15
  - 1 - GS1520 - 14
  - 1 - GS861 - 13
  - 1 - GS1520 - 13
  - 1 - GS861 - 12 (Term)\*\*
  - 2 PBCs
- Constellation (Exploration)
  - 2 - GS861 - 13
- Branch Management
  - 2 - GS855 -15
  - 1 - GS318 - 6

## **Proposed Staffing Actions:**

3 new positions as Team Leaders at GS-14, one for each major aero program

\* One Career Ladder Promotion to GS-11

\*\* One Career Ladder Promotion to GS-13 and Conversion to Perm or Extension of Term

Total: 31 FTEs/8 PBCs

# Summary Comments on Branch Staffing Plan

- Projected work is seen as being fairly steady across major areas
  - Some refocusing of specific work within areas
  - Includes reduction in PBCs
- 3 new positions identified at GS-14 as Team Leaders, one for each major Aero Program
- 2 Career-Ladder promotions identified
- 1 conversion to Perm or extension of Term
- No position identified for 'Impact of Person' evaluation
- No new hire proposed